

CONFIDENTIAL

KMS

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INTRODUCTION

1. This is an initial proposal for training assistance in Afghanistan. It is not detailed, but expresses ideas for further discussion.
2. KMS has been training Special Forces and unconventional units for over 10 years. The Company's proven success in all theatres, South America, Africa, Middle and Far East is unrivalled.
3. The Company's instructors are drawn from Special Forces and elite Regiments of the British Army.

AIM

4. The aim of this letter is to propose a small team of instructors to train a small group of specially selected Mujehadeen in the most useful military skills. From the experience of this team further instructors can be fed in to achieve progress in two directions:
 - a. The formation of specialist cadres of Mujehadeen experts and instructors in certain particular skills, eg demolit paramedical aid and reconnaissance work.
 - b. The setting up of a training camp to train larger numbers of Mujehadeen in less specialist skills, eg skill at arms, fieldcraft and tactics.

THE EXISTING SYSTEM

5. The existing system for training in Pakistan has a number of disadvantages, not least the requirement to train over 50% (in practice a much higher percentage) Pakistan students on courses.
6. The system does not allow instructors to get close to their Afghani students, to get a good feel for the operational conditions and requirements, and to build that close relationship which is so important.
7. It is clearly wasteful of well over 50% of resources in instructor manpower, training stores and time.
8. Security under present conditions must be next to impossible.

TRAINING

9. Training should if possible be conducted inside Afghanistan. This imposes difficult living conditions and poor logistic support on the instructors, but pays dividends many times over in the quality of training passed on.
10. A small group of three or four instructors would be a sensible first deployment. They will be able to train relatively low numbers of students to a very high standard, which is advantageous for the following reasons:
 - a. These students can be used as assistant instructors in future courses for larger numbers.
 - b. The support and logistic problems attendant on an initial training course for large numbers with, say, ten instructors would be likely seriously to disrupt the training programme and waste instructor resources. It is far better to lay good administrative groundwork and build up numbers slowly.
 - c. The experience gained by the first instructors will have a beneficial effect on the subject matter taught to future larger courses.
 - d. Small groups of very well trained men can achieve disproportionate success in a relatively short time. This demonstrates progress and raises morale.
11. The instructors will have a broad base of experience in unconventional warfare skills, but will expect to teach two main skills to start with:
 - a. Demolitions and sabotage
 - b. Paramedical aid

EQUIPMENT

12. The instructors will be in a position to point up shortages of equipment required for operations. KMS has a great deal of experience in procurement of specialist items, and can recommend the most suitable equipment for special tasks if required.

DEPLOYMENT

13. The Company would normally recommend a reconnaissance visit by the team leader before deployment of the rest of his team. This allows for detailed preparation of training programmes and refresher training on local types of equipment.
14. Given the remote location of the likely base in this case, a reconnaissance visit would impose significant delay. It would probably be better to send the team together and accept that it may take a little time to settle in and collect together students and stores.

15. The instructors will receive three return airfares to UK per annum and it is proposed that they serve three tours of three months per annum in location (to exclude travel time, which will be significant). The company is not aware of likely locations, distances, times or passable seasons, and further discussion will be essential.
16. Company management will conduct liaison visits to the instructors in location.

COSTINGS

17. The cost of a three man team for one year will be £160,000. This includes management fees, salaries, insurance, management visits, airfares to Pakistan and some equipment for the instructors.
18. The cost does not include local transport, accommodation, or living costs.
19. Payment terms are as follows:
 - a. 50% on signing the contracts.
 - b. 50% 6 months into the contract.
20. The cost of future reinforcements to the team of instructors will be based on a pro-rata increase on the above figure.

CONCLUSION

21. In conclusion, it is recommended that a small team of three or four instructors be deployed to start training and lay the foundation for larger scale training by local instructors, expatriate instructors, or a mixture of both.
22. Without more details it is difficult to make specific recommendations, and KMS management would be willing to discuss the requirement further before making a more detailed training proposal.
23. The proposals contained in this letter should be seen as flexible and can be varied.